

# **Global Board of Trustees**

**CIPS Briefing Document**

# Our Purpose

**At CIPS, we inspire and power the profession to drive the transformation of supply chains for a more ethical and sustainable society.**



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# GBT

# Composition

(desired experience and knowledge)

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**The Trustees on CIPS Global Board of Trustees have key responsibilities. The first is a governance role, and fiduciary responsibility, for CIPS as an organisation. The second is to bring appropriate advice, support and challenge to the decisions on the strategic direction of CIPS. The third is to ensure that CIPS is always aware of the broad context in which we operate, how this may change, the evolving needs of the profession and helping CIPS executive leadership to ensure CIPS will always be relevant to members and the profession. These are not the only responsibilities of the Trustees, but they are important ones.**

CIPS operates in a complex environment. There are three principal income streams of fees for Membership, Qualifications and Training; CIPS has offices in six countries on four continents with over 60,000 members residing in more than 150 countries; CIPS works with both private and public sector organisations, global agencies, education establishments and covers a broad range of sectors including retail, defence, construction and consumer products. CIPS is a charity, a not-for-profit organisation, with a commercial outlook; CIPS has a UK Royal Charter, is an Awarding Body and is governed by the principles of the Charity Commission, the Privy Council and Ofqual in the UK as well as other regulators in different jurisdictions. The outlook for CIPS is increasingly international, with a UK head office and the growing proportion of non-UK Members, Exams and revenues now exceeding those from the UK.

The aim is that between the group of Trustees there is a breadth of experience, knowledge and diversity which allows the GBT, as a team, to effectively discharge their responsibilities. We recognise that Trustees are volunteers and as such we have to seek out those that can give the necessary time commitment to participate in GBT meetings and to serve on sub-Committees.

We have identified a range of desired experience and knowledge for our Trustees. When appointing Trustees the objective is to fulfil, in aggregate, these criteria and skillsets as completely as possible. The following is the list of desired criteria:

- Chair of organisations; experience of running a P&L
- Experience of charities
- Operational and strategic experience of Procurement and Supply
- Finance/accounting expertise – with a professional accounting qualification
- General business leadership – including international and non-UK operating environments
- Understanding of Digitalisation – strategy and delivery
- Appreciation of Governance, Compliance, Risk and Legal topics
- Work with Educational establishments and Training organisations
- Experience of Membership organisations and practical knowledge of Volunteering
- Involvement in Business Development and / or Marketing and Communications



Although CIPS is an SME with 200 employees and a turnover of £ 30 million, the context and complexity is much more akin to an international organisation with significantly more employees, a £ billion turnover and operations in multiple countries. It is most likely that suitable Trustees will have gained relevant experience from operating at a senior executive level in such organisations. Experience of multiple organisations, multiple sectors and working / living in multiple countries are all highly appropriate attributes for CIPS Trustees.

When appointing Trustees we will choose those who meet multiple criteria such that the GBT in aggregate can cover all of the desired criteria, has the breadth of experience and knowledge, and has a good level of diversity between the Trustees in terms of gender, geography, ethnicity, sectors and professional disciplines. Individuals with general management experience in any organisation, high organisational level procurement and supply expertise in large complex organisations or deep knowledge of relevant professions outside of procurement and supply, are most likely to meet the desired criteria for CIPS Trustees.



# Key Profiles



**Alison Barto**  
Chair of GBT

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In August 2020, Alison Barto became HSBC's Head of Government Schemes, coordinating the Banks response to COVID loans into the wider Business community, to assist them through the pandemic and the challenges it brings. The role involved working closely with UK Businesses, as well as Her Majesty's Treasury and the British Business Bank to ensure the loans and future schemes are positioned to help steer Businesses in this difficult time.

Prior to that Alison was the Regional Director of Corporate Banking for the Northern Region of the UK, working with a significant number of corporate customers to meet their financial needs to grow their businesses.

Prior to this Alison was Chief Procurement Officer for HSBC, a role she held since 2010, with responsibility for managing \$15bn of third-party spend globally, working with suppliers to maximise value for HSBC and its customers. As part of her role, Alison was a member of the Global GCOO Executive Committee, reporting to the Global COO and also the lead for Diversity and Inclusion.

Alison joined HSBC in December 2000, starting in the UK IT Procurement function. In 2004, she moved to work in the Procurement function in Hong Kong and then to the US. Returning to the UK in 2008, Alison became the HSBC Global Procurement Category Specialist for software, before taking on the role of Regional Procurement Head for EMEA.

Prior to joining HSBC, she worked as a Special Metals Buyer at Avesta Sheffield (now Outokumpu) in the steel industry where she was responsible for sourcing raw materials for all Corus and Outokumpu steel plants globally.

Alison holds a Bachelor of Engineering degree and also completed a three-year qualification with the Chartered Institute of Procurement and Supply, achieving special recognition. She is now a Fellow of CIPS and joined the GBT in 2016.





## **Garry Mansell**

**Chair of Noms Com**

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Following a career in research and computing during the 1970's during the 1980's and 1990's Garry Mansell worked for Mars, Incorporated in various roles around the world.

At Mars his career predominantly focussed on supply chain management and procurement, in the 90's he led the Mars buying teams in Europe responsible for logistics purchasing. During this time, he drove the development of buying processes and techniques that formed the basis of one of the World's first online freight buying web-based businesses, Freight Traders, which he led as managing Director from 1999 until 2006.

Following this he became a founder of Trade Extensions, an Anglo Swedish web start-up based in Uppsala, Sweden.

Assuming the role of CEO of the business he helped transform the procurement processes of many blue-chip companies, introducing the proprietary software 'TESS' to them to support their sourcing optimisation activities. In 2016 he led and completed the sale of Trade Extensions to Coupa Software, a Silicon Valley, "unicorn".

Since then, Garry has worked as a non-executive director and non-executive Chairman with several start-up businesses, helping them raise funding and scale. He is an active angel investor, especially supporting technology and female founded and led businesses. He has also written his first book 'Simplify to Succeed' aimed at business founders, the book has featured in the Amazon best sellers lists.

He is a Fellow of CIPS and has sat on the Global Board of Trustees since 2019. He is also a Fellow of the Chartered Institute of Logistics and Transport.

During his time working with Mars, Incorporated Garry served as President of both the British and European Shippers Councils.

A graduate in Applied Chemistry he lives in Norfolk, UK with his wife Margaret.



## Current Global Board of Trustees

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Alison Barto  
Julia Brown  
Marc Hutchinson  
Kenneth Jones  
Henrik Larsen  
Rachael Legg  
Garry Mansell  
Juliet Sotnick  
Tracy Staines  
Richard Wilding  
Suzanne Wise

## Role and Responsibilities of the Trustees

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The Global Board of Trustees is the principal governing body of CIPS and is collectively responsible for the leadership and direction of the organisation.

### **The role of the Trustees includes:**

- Setting the organisational strategy
- Overseeing, monitoring and evaluating the implementation of the strategy against agreed objectives
- Holding the Executive to account by providing constructive scrutiny and challenge
- Mentoring and supporting the Executive Team
- Offering independence, external perspective, skills and challenge
- Ensuring CIPS fulfils its Royal Charter and charity obligations under Charity Law
- Responsibility for the overall governance of CIPS Group globally
- Responsibility for prudent financial management of the organisation
- Responsibility for organisational risk management
- Oversight of the Board Committees: Nominations, Audit, Remuneration, Membership, Foundation, Disciplinary.





## Time commitment

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Initial 3 year term with a potential extension of 3 years; maximum of 6 years as a trustee

GBT meets quarterly – predominately virtually, and physically at CIPS office in Easton-on-the-Hill or London. Trustees are expected to participate in all meetings.

Adequate preparation for meetings is expected by undertaking pre-reading of all agenda papers

Responding to Board consultations or requests for information

All trustees will sit on at least one committee and provide additional contribution to working groups or projects, as required.

## Remuneration

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This is a voluntary, unpaid appointment. Reasonable expenses will be paid if required and where necessary.

## Application and Appointment Process for Trustees

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Application windows with the selection criteria will be published on the CIPS website and through CIPS social media channels with details of the application process.

The Nominations Committee will recommend candidates to GBT for endorsement. Candidates will then be proposed to members at the AGM/EGM for formal appointment on to the Board

Successful candidates will be required to attend an induction before beginning their term.

## The role of the Chair of GBT

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- Provides leadership to CIPS and the GBT
- Holds the GBT and the Executive to account for fulfilling CIPS' mission, vision and strategic direction
- Ensures Trustees fulfil their duties and responsibilities for the effective governance of CIPS
- Ensures that the GBT monitors the financial viability of CIPS with systems in place to provide accountability
- Chairs the GBT meetings efficiently bringing objectivity and impartiality to the decision making process
- Actively engages the Trustees building on individual strengths and encouraging participation
- Ensures decisions are made effectively and implemented accordingly
- Sets a positive and energised tone during meetings with a culture that is challenging and also collegiate
- Ensures that the Board composition is effective with the right balance of skills, experience and diversity
- Develops and maintains constructive relationships between the Trustees
- Chairs the AGM and the Remuneration Committee meetings
- Ensures that formal Board committees' are set up and managed effectively for delegated activities
- Regularly engages and if appropriate, performance manages, individual Trustees
- Acts as line manager for the Group CEO and is responsible for hiring and if required, for dismissing them.

## Criteria for Appointment of the Chair of GBT

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1. A current Trustee on GBT
2. Board level experience, ideally as Chair
3. Executive experience of leadership in organisations of, at least, the complexity and size of CIPS
4. Experience of working in an environment where challenge is acceptable and encouraged, and influencing skills are key
5. Experience of strategic decision making
6. Excellent communication and senior leadership skills
7. Experience of financial and operational management at executive level
8. Professional credibility and integrity
9. Good understanding of and commitment to the CIPS Charter Objectives, and CIPS mission, culture and brand
10. No conflicts of interest, whereby it could be perceived that a candidate could gain commercially or personally from the role of Chair

**CIPS encourages applications regardless of gender, ethnicity, religion, disability, sexual orientation or age**



# Appendix A

## Members of Nominations Committee

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- Julia Brown
- Lucy Harding (independent)
- Cheryl D'Cruz-Young (independent)
- Henrik Larsen
- Garry Mansell

The Nominations Committee (Noms Com) is a Board committee of the Global Board of Trustees responsible for appointing Trustees onto the Board and selecting independent members of the board committees.

## Global Board of Trustees

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Noms Com recommends candidates to the Global Board of Trustees against selection criteria to ensure that Trustees have the commitment and competence to discharge their responsibilities.

Noms Com ensures that the Trustees as a collective are balanced and not dominated by any single interest group and ensures that experiential, sectoral, geographic and diversity considerations are given appropriate weight.

The majority of Noms Com are Trustees who have been selected for the Committee due to their experience of leading significant functions, breadth of business experience and their access to executive board level networks across a wide spectrum of organisations and disciplines. Noms Com will also include executive search professionals and/or human resources experts to add independence to the process.

The CEO and CIPS Executive do not participate in the decision-making process including shortlisting or recommending a preferred candidate.

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